

## 5-Year Overview

### Key figures Barry Callebaut Group<sup>1</sup>

		CAGR (%)	2019/20	2018/19	2017/18	2016/17 restated	2015/16
<b>Consolidated Income Statement</b>							
Sales volume	Tonnes	3.4%	2,095,982	2,139,758	2,035,857	1,914,311	1,834,224
Sales revenue	CHF m	0.8%	6,893.1	7,309.0	6,948.4	6,805.2	6,676.8
Gross profit	CHF m	5.4%	1,063.7	1,197.2 <sup>2</sup>	1,157.1	958.8	863.2
EBITDA (recurring) <sup>3</sup>	CHF m	7.2%	711.9	775.0	728.3	592.1	539.4
Operating profit (EBIT)	CHF m	4.7%	483.2	601.2	554.0	460.2	401.7
Operating profit (EBIT, recurring) <sup>3</sup>	CHF m	5.1%	491.0	601.2	554.0	442.1	401.7
EBIT (recurring) / sales revenue	%		7.1%	8.2%	8.0%	6.5%	6.0%
EBIT (recurring) per tonne	CHF	1.7%	234.2	281.0	272.1	230.9	219.0
Net profit for the year	CHF m	9.2%	311.5	368.7	357.4	281.1	219.0
Net profit for the year (recurring) <sup>3</sup>	CHF m	9.9%	319.3	394.7	357.4	263.0	219.0
Free cash flow	CHF m		317.0	289.7	311.9	475.6	430.9
Adjusted Free cash flow <sup>4</sup>	CHF m		403.8	256.8	316.6	n/a	n/a
<b>Consolidated Balance Sheet</b>							
Net working capital	CHF m	(3.5%)	1,192.0	1,363.2	1,074.4	1,042.5	1,374.2
Non-current assets	CHF m	5.0%	2,800.1	2,650.0	2,505.5	2,477.7	2,301.0
Capital expenditure	CHF m	8.7%	280.9	279.6	217.9	220.4	201.0
Total assets	CHF m	6.1%	7,141.1	6,508.1	5,832.0	5,466.5	5,640.8
Net debt	CHF m	(1.5%)	1,365.9	1,304.7	1,074.3	1,110.9	1,452.8
Shareholders' equity	CHF m	4.7%	2,353.5	2,399.3	2,269.8	2,111.2	1,956.3
<b>Ratios</b>							
Return on invested capital (ROIC) <sup>5</sup>	%		10.3%	12.5%	12.2%	11.0%	9.5%
Return on equity (ROE) <sup>5</sup>	%		13.2%	15.2%	15.7%	12.5%	11.2%
Debt to equity ratio	%		58.0%	54.4%	47.3%	52.6%	74.3%
Interest coverage ratio			6.9	5.2	7.2	4.9	4.0
Net debt / EBITDA (recurring)			1.9	1.5	1.5	1.9	2.7
Capital expenditure / sales revenue	%		4.1%	3.8%	3.1%	3.2%	3.0%
<b>Shares</b>							
Share price at fiscal year-end	CHF	12.2%	2,000	2,024	1,728	1,380	1,264
Number of shares issued			5,488,858	5,488,858	5,488,858	5,488,858	5,488,858
Market capitalization at year-end	CHF m	12.2%	10,977.7	11,109.4	9,484.7	7,574.6	6,937.9
EBIT (recurring) per share	CHF	5.2%	89.6	109.7	101.0	80.6	73.2
Basic earnings per share	CHF	9.9%	57.7	67.6	64.9	47.8	39.5
Cash earnings per share	CHF		57.8	52.9	56.9	86.7	78.6
Payout per share	CHF	9.1%	22.0	26.0	24.0	20.0	15.5
Payout ratio	%		39%	39%	37%	39%	39%
Price-earnings ratio at year-end			34.7	30.0	26.6	28.9	32.0
<b>Other</b>							
Employees		5.7%	12,335	12,257	11,570	10,528	9,898
Beans processed	Tonnes	2.3%	982,725	1,002,025	956,440	925,544	898,135

1 Financial performance measures, not defined by IFRS, are defined on page 182.

2 Certain items previously classified under Other income and Other expense are now classified under the functional areas to which they relate. This resulted in a CHF 8.8 million increase in Gross profit in fiscal year 2018/19.

3 EBITDA recurring, Operating profit (EBIT) recurring and Net profit recurring exclude the cost of CHF –7.8 million for the closure of the Makassar, Indonesia, cocoa factory.

4 From fiscal year 2017/18 onwards, Adjusted Free cash flow is adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories.

5 From fiscal year 2018/19 onwards calculated based on Pro-forma (IFRS 16) and from fiscal year 2017/18 onwards calculated based on Pro-forma (IFRS 15). For the current year impact of IFRS 16 refer to pages 46–49.



# Report of the Statutory Auditor

To the General Meeting of Barry Callebaut AG, Zurich

We have audited the accompanying remuneration report dated 9 November 2020 of Barry Callebaut AG for the year ended 31 August 2020. The audit was limited to the information according to articles 14–16 of the Ordinance against Excessive compensation in Stock Exchange Listed Companies (Ordinance) contained in the tables referred to as audited on pages 168 to 180 of the remuneration report.

## Responsibility of the Board of Directors

The Board of Directors is responsible for the preparation and overall fair presentation of the remuneration report in accordance with Swiss law and the Ordinance against Excessive compensation in Stock Exchange Listed Companies (Ordinance). The Board of Directors is also responsible for designing the remuneration system and defining individual remuneration packages.

## Auditor's Responsibility

Our responsibility is to express an opinion on the accompanying remuneration report. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the remuneration report complies with Swiss law and articles 14 – 16 of the Ordinance.

An audit involves performing procedures to obtain audit evidence on the disclosures made in the remuneration report with regard to compensation, loans and credits in accordance with articles 14 – 16 of the Ordinance. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatements in the remuneration report, whether due to fraud or error. This audit also includes evaluating the reasonableness of the methods applied to value components of remuneration, as well as assessing the overall presentation of the remuneration report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Opinion

In our opinion, the remuneration report for the year ended 31 August 2020 of Barry Callebaut AG complies with Swiss law and articles 14 – 16 of the Ordinance.

KPMG AG

François Rouiller  
Licensed Audit Expert  
Auditor in Charge

Regula Tobler  
Licensed Audit Expert

Zurich, 9 November 2020



## Definition of Financial Performance Measures

Sales volume	Sales volume, measured in metric tonnes, is a key performance measure for Barry Callebaut to assess growth. Sales volume includes semi-finished cocoa products, chocolate & compounds and specialties. Sales volume does not include bean sales.
Organic sales volume and growth	Organic sales volume and growth is adjusted for changes in the consolidation scope like acquisitions and disposal in a certain reporting period. It is not corrected for new outsourcing / long-term partnerships, which are part of the growth strategy and defined as organic volume growth.
Sales, EBIT and Net Profit in local currencies	Barry Callebaut operates a global business and its reporting currency is Swiss franc. Sales, EBIT and Net Profit local currencies are translated to reporting currency (CHF) with prior year exchange rates for comparability purposes.
Compound annual growth rate (CAGR)	Compound annual growth rate for the 5-year period.
Earnings before interest, taxes, depreciation and amortization (EBITDA)	Operating profit (EBIT) increased by depreciation and amortization recognized for property, plant and equipment, right-of-use assets and intangible assets.
Earnings before interest and taxes (EBIT)	Operating profit before finance income, finance expense and income tax expense.
EBIT / tonne	Operating profit (EBIT) divided by the sales volume in tonnes.
EBIT per share	Operating profit (EBIT) divided by number of shares issued.
Recurring EBITDA, EBIT and Net profit	Reported profit (EBITDA, EBIT or Net Profit) adjusted for significant items considered to be exceptional for the respective period. Exceptional items are expenses or benefits / income with a one-off character, such as changes in laws, legal cases, restructuring or major unforeseen events and are described in the annual report. Recurring numbers allow consistent comparison of profit numbers over multiple financial years.
Basic earnings per share	Net profit for the year attributable to shareholders of Barry Callebaut AG divided by the number of shares issued.
Cash earnings per share	Free cash flow divided by average number of shares issued.
Net working capital	Net working capital is a measure of current assets and liabilities with a short-term impact on liquidity. It consists of all current assets less all current liabilities, except for short term debt, cash and cash equivalent.
Net debt	Net debt consists of financial debt against 3rd parties, such as bank overdrafts, short-term debt, long-term debt, less cash and cash equivalents and short-term deposits.
Shareholders' equity	Total equity attributable to the shareholders of Barry Callebaut AG.
Free cash flow	Net cash flow from operating activities less net cash flow from investing activities, excluding acquisitions of subsidiaries/businesses net of cash acquired.
Capital expenditure	Capital expenditure for property, plant and equipment and intangibles assets (excluding leased assets).
Interest coverage ratio	EBITDA divided by the financial result.
Payout ratio	Net profit for the year divided by proposed dividend multiplied by number of shares issued.
Debt to equity ratio	Net debt divided by shareholders' equity.
Price-earnings ratio at year-end	Share price at fiscal year-end divided by basic earnings per share.
Return on equity (ROE)	Net profit for the year divided by shareholders' equity.
Return on invested capital (ROIC)	Operating profit (EBIT) multiplied by one minus a normalized tax rate divided by the average capital employed.